

**STATEMENT  
OF THE  
DIRECTOR, INDIVIDUAL AND FAMILY POLICY,  
FROM THE OFFICE OF THE  
ASSISTANT SECRETARY OF DEFENSE  
RESERVE AFFAIRS, MANPOWER AND  
PERSONNEL**

**COLONEL JAMES L. SCOTT, II  
BEFORE A JOINT HEARING OF THE**

**PERSONNEL SUBCOMMITTEE OF THE  
SENATE COMMITTEE ON ARMED SERVICES  
AND  
CHILDREN AND FAMILIES SUBCOMMITTEE OF  
THE COMMITTEE ON HEALTH, EDUCATION,  
LABOR AND PENSIONS**

**LAWS AND POLICIES AFFECTING MILITARY  
FAMILIES AND CHILDREN**

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## **Colonel James L. Scott, II**

Colonel Scott is the Director, Individual and Family Support Policy, Office of the Assistant Secretary of Defense for Reserve Affairs (Manpower and Personnel), Pentagon, Washington DC. He is a member of the Missouri Army National Guard.

Colonel Scott was born in Joplin, MO. He received Bachelor of Arts (1971) and Master of Arts (1972) degrees from Pittsburg State University majoring in Speech with specialties in Theater Arts, Technical Theater and Junior College Education. He was commissioned from the Reserve Officer Training Corps in May 1971. Upon graduation from the Field Artillery Officer Basic Course in August 1973, he joined the Illinois National Guard in April 1974. After completing the Field Artillery Officer Advanced Course in August 1976, he served in the Illinois National Guard until October 1979 when he transferred to the Missouri National Guard. He graduated from the Command and General Staff Course in 1990 attended the Reserve Component National Security Course in 1996 and the Senior Reserve Component Officer Course in 2000.

After serving nine years as a traditional commissioned member of the Illinois and Missouri National Guards and completing unit command assignments in both states, Colonel (then Captain) Scott resigned his commission in 1983. Sergeant First Class Scott served in the Missouri Title 32 Active Guard Reserve Program as a unit Training NCO and Chief, Fire Direction Section. In 1985 he was first selected as the Battalion Operations Sergeant and then three months later, the Battalion Training Officer. In October 1985, a Federal Recognition Board reappointed him as a Captain in the Missouri National Guard while serving full-time in the Missouri Military Technician Program. In 1987 he was selected to serve in the Title 10 Active Guard Reserve Program as an Assistant Professor of Military Science at the University of Missouri, Columbia. He remained there until August 1990, when he was assigned to the National Guard Bureau, Army Directorate. Since 1990, he has served in various positions in the Army National Guard Personnel Directorate including his most recent assignment as Chief, Tour Management Office. He has also served as the Chief, Plans, Programs and Analysis Branch and as a Full-Time Support Manpower Officer.

Colonel Scott is married to Loretta C. Scott who is employed in the Alexandria City School System as Assistant Principal at Tucker Elementary School. Colonel Scott is a member of the National Guard Association of the United States, The Minuteman Chapter of the Field Artillery Association and the Missouri National Guard Association. His military decorations include the Meritorious Service Medal with one oak leaf cluster, the Joint Service Commendation Medal, the Army Commendation Medal with one oak leaf cluster, the Air Force Commendation Medal, the Army Achievement Medal with one oak leaf cluster, the Military Outstanding Volunteer Service Medal and the Joint Meritorious Unit Award.

## **Introduction**

Good morning Chairmen and members of the subcommittees. Thank you for the invitation to testify before you today. I represent the individuals and families of our military Reserve Components, as the Director of Individual and Family Support Policy in the Office of the Assistant Secretary of Defense for Reserve Affairs. Today, I will share with you some of the critical challenges facing National Guard and Reserve Component Military Parents and explain the policies, programs and partnerships we have established in the Department to assist them in preparing for the absence of their military family member and sustaining them for the duration of that absence as well as the return, reunion, and reintegration resources to reunite them with their family and to reestablish them in their civilian jobs and dual civilian military careers. This committee has been very supportive of our National Guard and Reserve members and families and on their behalf, I want to publicly thank you for all your help in strengthening our Reserve Components. Our military personnel and their family members are grateful. Thank you.

## **OASD/RA and Individual And Family Support Mission**

The mission of the Office of the Assistant Secretary of Defense for Reserve Affairs (OASD/RA), as stated in Title 10 USC, is the overall supervision of all Reserve Components affairs in the Department of Defense. The mission of the Individual and Family Support Policy Directorate in that office is to ensure Total Force family readiness, and our goal is to support mission readiness through Reserve component family readiness.

I take this responsibility very seriously because our Guard and Reserve perform vital national security functions and are closely interlocked with the states, cities, towns, and every community in America. We have recently seen Reservists called to active duty under Partial Mobilization

Authority as a result of the terrorist attacks on the World Trade Center, the Pentagon, and western Pennsylvania as well as continuing their participation and commitment to Presidential Reserve Call-Ups (PRCs) in Bosnia, Kosovo and Southwest Asia. Since September 11, 2001 nearly 300,000 Guard and Reserve members and their families have supported the Global War on Terrorism. World events and our nation's response have presented many challenges to the men and women who serve in our Reserve Components. We are closely monitoring the impact of that increased use on our Guard and Reserve members, their families, and their employers while taking a proactive approach to identify and establish new programs, modify and adapt existing programs and resources and expand partnerships in and out of the Department to enhance our military members' and their families' ability to cope with the challenges of military service in defense of our nation and our communities.

### **Reserve Component Family Readiness and Support Programs**

In the post-Cold War era, members of the National Guard and Reserve are being called to active duty to an unprecedented extent. Indeed, in recent years we have called Reservists to duty involuntarily for ongoing missions in Bosnia, Kosovo, and Southwest Asia. Today, there are National Guard and Reserve members serving on active duty in support of Operation NOBLE EAGLE, Operation ENDURING FREEDOM and Operation IRAQI FREEDOM. Contingency operations challenge our service members and their families, and demonstrate that mission readiness and family readiness are inextricably intertwined. We cannot continue to rely on our Reservists, who now comprise approximately half our Total Force, if their families are not ready for the stresses and strains of separations and long deployments.

When mobilized, Reservists and their families face unique challenges and barriers. Reserve families are widely dispersed geographically and live and work in over 4,000 communities across the Nation. Often, they do not live near military installations where family support readiness services are most readily available and they may not know what services are available. Even when they are aware of available services, they often encounter difficulties in accessing them. More often they are in civilian communities with their children in public and private schools where there may be little experience or knowledge of the impacts of mobilization and deployment on parents and children.

The Department of Defense (DoD) is continuing to enhance its efforts to support Reserve families and children. The Office of the Assistant Secretary of Defense for Reserve Affairs (OASD (RA)) and the Office of Family Policy (OFP) have formed a strategic partnership to ensure that National Guard and Reserve Family Readiness requirements are recognized and included in all family readiness policy concerns within DoD. One significant result of this partnership was the publication of the first Guard and Reserve Family Readiness Strategic Plan 2000-2005. It provides a blueprint for offering greater support to National Guard and Reserve families and assisting them in coping with the stresses of separations and long deployments. The plan set out specific goals and milestones and we have already accomplished a number of these. Also, it established a link between family readiness and unit mission readiness. This plan and the products established as a result of its implementation are a direct result of partnership efforts within the OSD staff to include the Office of Military Community and Family Policy and their Quality of Life, Family Policy, Children and Youth, Community Support and Continuing Education offices. Their efforts and cooperation have allowed us to keep Reserve Component families in the mainstream of current initiatives to support all military families.

Beginning in 2002 the OSD Office of Family Policy, Reserve Affairs, the Services and their Reserve components, and numerous federal agencies have been meeting regularly in a Joint Service Family Readiness Contingency Assessment Working Group. The group representatives work to anticipate challenges and disseminate information during ongoing Operations NOBLE EAGLE, ENDURING FREEDOM and IRAQI FREEDOM. The foundation for support of family members lies in the preparation and education of professionals and family members alike well before a Reservist is called to active duty or actually deployed. The ability of Reserve Component members to focus on their assigned military duties, rather than worrying about family matters, is directly affected by the confidence a member has that his family can readily access family support services.

We published the 5<sup>th</sup> Edition of A Guide to Reserve Family Member Benefits in May 2003, to inform family members about military benefits and entitlements, including medical and dental care, commissary and exchange privileges, military pay and allowances, and reemployment rights. From our surveys of spouses of deployed Reserve Component members, we know that information and communication are essential to Reserve families. In addition to information concerning their deployed spouse, family members request information on available benefits, services, and programs, to include locations of commissaries, exchanges, healthcare and other facilities. Communication through an established unit or organizational point of contact is also key. We use a constant stream of updated information on benefits and entitlements disseminated through informal e-mailing lists, news releases, and personal speeches to ensure that Reserve component members and their families have the most current and accurate information possible. We are also expanding the accessibility of 1-800 and Internet based Employee Assistance-like programs to include all Reserve Component families. The United States Marine Corps has

implemented Marine Corps Community Services “One Source” for all Marines and their families, the National Guard has fielded their “Guard Assist” and “Guardfamily.org” for the Army and Air National Guard and we are working closely with the Naval Reserve and the Air Force Reserve to establish their programs.

One of the lessons of this and other recent wars is that effectiveness in combat depends heavily on jointness, how well the different branches of the military communicate and coordinate their efforts on and off the battlefield. It is eminently clear that achieving jointness in wartime requires building that jointness in peacetime. That includes jointness in mission readiness, family readiness, and all quality of life areas of concern. We recently published a Joint Service/Total Force *Guard and Reserve Family Readiness Programs Tool Kit*. It is a comprehensive guide on pre-deployment, deployment and post-deployment information for commanders, Service members, family members and family program managers. It contains checklists, pamphlets, and other information, such as benefits and services available that inform family members how to prepare for deployment. The Tool Kit is based on “best practices” from the field as identified by the Active and Reserve Components. As with other informational products, the family readiness tool kit can be accessed on the Reserve Affairs website at <http://www.defenselink.mil/ra> .

DoD guidance on Reserve Family Readiness is provided in DoD Instruction 1342.23, which encourages commanders at all levels to support Total Force Joint-Service family readiness efforts in maximizing regional cooperation, planning, and information sharing. The Department encourages participation in InterService Family Assistance Committees at the state and regional level rather than reliance on single Service or component programs to meet the needs of a divergent and geographically dispersed force.

Taking care of our mobilized Guard and Reserve members and their families is a top priority for the Department. While we can draw on our experience from past call-ups, we continue to examine our policies and programs to ensure that our mobilized reservists do not feel disenfranchised and that we have the family support systems in place. The National Guard has greatly enhanced the Department's ability to meet family needs by establishing more than 400 Family Assistance Centers in all 50 states plus Puerto Rico and Guam. Moreover, many of the Veterans Service Organizations have come forward with initiatives to support active and Reserve families left behind. One example is the Veterans of Foreign Wars who provide state coordinators in each of the states to ensure that volunteer efforts and donations are channeled to families who have the greatest need for assistance. The Department is also partnering with the Veterans Administration to ensure that demobilizing Reserve component members have access to their post-mobilization and transition counseling benefits through the Veterans Rehabilitation Counseling Centers across the nation. The Office of Continuing Education has worked with our office to provide information and materials through the Department of Education to all school districts throughout the United States so that administrators, faculty, counselors, staff and parents may begin to understand and address the needs of children of deployed Reserve members. These include an *Educator's Guide to the Military Child During Deployment* and a *Parent's Guide to the Military Child During Deployment and Reunion*.

We also recently conducted a Childcare Summit to determine the significance of childcare requirements for Guard and Reserve families when the military member is training at home station and also the additional requirements when the military member is mobilized and/or deployed. The summit determined that childcare requirements for Reserve families vary dramatically between the Services and are largely determined by the families' ability to provide



childcare from internal resources. Each of the Services have addressed these varying requirements by conducting pilot programs to assist and expand childcare services and resources for Reserve component families when and where needed. These programs have been largely successful and will likely be embedded in future planning and programming.

### **Employer Support**

Since most Reserve Component members have a full-time civilian job in addition to their military duties, civilian employer support is a major quality of life factor for Reserve families. The Department recognizes the positive impact employer support has on Reserve Component readiness, recruiting, and retention, and completion of the Department's missions. The National Committee for Employer Support of the Guard and Reserve (ESGR) coordinates the efforts of a community based national network of 55 committees consisting of over 4200 volunteers in every state, the District of Columbia, Guam, Puerto Rico, the Virgin Islands and Europe. ESGR's mission is to obtain employer and community support that ensures availability and readiness of National Guard and Reserve Forces.

Strengthening employer support is a major focus of current Department planning guidance. It requires the existence of a strong network, comprising both military and civilian-employer leaders, and capable of providing for communication, education and exchange of information. To build this support, we are increasing our efforts to improve communications between the Department and employers, identify future actions that will provide some relief for employers when we call upon their Reservist-employees, and strengthen the relationship between the Department and employers that will enable us to continue to use our shared employees.

Despite the increased utilization of our Reserve forces since the events of September 11<sup>th</sup>, and the obvious impact that the call up of Reservists has had on our nation's employers, our

nation's employers have responded in overwhelmingly positive fashion. Many employers have extended benefits for their Reservists mobilized to support Operation ENDURING FREEDOM, NOBLE EAGLE and IRAQI FREEDOM, provided pay differential while they serve, continued their civilian health programs, and given both financial and moral support to their families, wives and children. Our nation's employers have overwhelmingly supported our Reservists in this war on terrorism, and we are extremely appreciative of their support to the nation and to our men and women of the Reserve Components who are supporting this effort.

## Conclusion

Mr. Chairman this concludes my statement. I thank you and the Subcommittee members for the opportunity to testify before you today and also for the outstanding support you have provided to the military members of our Total Force and to their families.